

Sustainable Action Plan for County Operations



Frederick County, Maryland
FY 2011 – FY 2015



Frederick County Office of
Environmental Sustainability
Ensuring Our County's Future





Sustainable Action Plan for County Operations FY 2011 - FY 2015

Frederick County Board of Commissioners

Jan H. Gardner, *President*

David P. Gray, *Vice President*

Kai J. Hagen

John L. Thompson, Jr.

Blaine R. Young

.....

Office of the County Manager

Ronald A. Hart, *County Manager*

Barry L. Stanton, *Assistant County Manager*

.....

Office of Environmental Sustainability

Hilari Varnadore, *Director*

Lisa Orr, *Program Coordinator*

Kelli Goetz, *Outreach Coordinator*

Fayne Lebherz, *Administrative Assistant*

Acknowledgements

This plan was made possible by the Frederick Board of County Commissioners (Board) and the contributions of employees representing a diversity of disciplines, divisions, and agencies, including:

- Animal Control
- Citizens Care and Rehabilitation Center
- Citizens Services
- County Attorney's Office
- County Manager's Office
- Economic Development
- Emergency Management
- Finance
- Fire and Rescue Services
- Frederick County Public Libraries
- Frederick County Public Schools
- Health Services
- Human Resources
- Interagency Information Technology
- Management Services
- Montevue Home
- Parks and Recreation
- Permitting and Development Review
- Planning
- Public Works
- Transit Services
- University of Maryland Extension, Frederick County
- Utilities and Solid Waste Management

We would like to acknowledge Tedra Fox of Pima County Government (Tucson, AZ) who provided the inspiration for this plan and support throughout the process of plan development.

The Office of Environmental Sustainability would like to thank the following individuals for supplying photography to this publication: Annmarie Creamer, Kai Hagen, Jeremy Kortright, Heather Montgomery, Robin Santangelo, and William Smith.

Design and Layout: Down to Earth Design LLC

Frederick County Sustainable Action Team

Integrating sustainable practices into county operations



Left to Right, Back Row: David Ennis, Tracie Wilt, Sharon Goetz, Nicole Bohrer-Banzhoff, Charles Dalphon, Ken Compell, Alice Nemitsas, Mark Schweitzer, Roxanne Beal, Tim Goodfellow, Amber DeMorett, Nancy Norris, Helen Riddle, Pat Greco, Virginia Elgersma, Kim Stavely, Laurie Holden, Francine Heaton, Shawn Snyder, Patti Camp, Jessica Stoner. Front: Dawn Adams, Christina Brittain, Evan Mellott (intern), Hilari Varnadore, Amy Whitney, Kevin Fisher. Not pictured: Leslie Barnes, BangYeon Kim, Dawn Metcalf, Chuck Nipe, Nancy Lewis, Barry Wiles

Table of Contents

Acknowledgements	2
Plan Overview.....	4
Achieving Results	4
Accountability.....	4
Action Planning Process	4
Action Team Program Areas	
● Leading By Example	6
● Conserving Energy and Reducing Emissions	8
● Implementing Green Building Practices	10
● Making Green Purchasing Decisions.....	12
● Protecting Green Infrastructure	14
● Recycling and Reducing Waste.....	16
● Choosing Transportation Alternatives	18
Implementation Plan	20
Next Steps	29





Plan Overview

"Frederick County government is committed to lead by example through its own sustainable practices . . . [to] improve our quality of life and protect the natural systems that sustain life."

**From Frederick County's Vision,
A Framework for Sustainability, 2009**



This plan provides a coordinated strategy for the integration of sustainable practices into Frederick County government (FCG) operations and decision-making processes. Sustainable practices are those that can be continued indefinitely without adversely impacting future generations' quality of life. Sustainable decision making seeks a balance among environmental, economic and societal needs.

At FCG, sustainability means using resources wisely. Over the past year, we have asked our employees to inventory best practices from within their departments and explore areas for broader application across the county government as a whole. A 32-member Sustainable Action Team was appointed by Division Directors and the County Manager's Office to provide sustainability leadership within each division. Members of the Action Team organized around six program areas for planning purposes: Green Infrastructure, Waste/Recycling, Energy, Green Building, Purchasing, and Transportation. The Office of Environmental Sustainability (OES) organized the team, provided staff support, facilitated group meetings, conducted surveys, and compiled the team's work.

The outcome of the planning process is this Sustainable Action Plan for County Operations. The plan recommends

specific actions for integrating sustainability into county operations and decision making processes. From purchasing decisions to building construction to the energy and water we consume, this plan supports a comprehensive, systematic approach to sustainability that reaches all divisions, departments, and employees. Each chapter of the plan is devoted to a separate program area and addresses the following components:

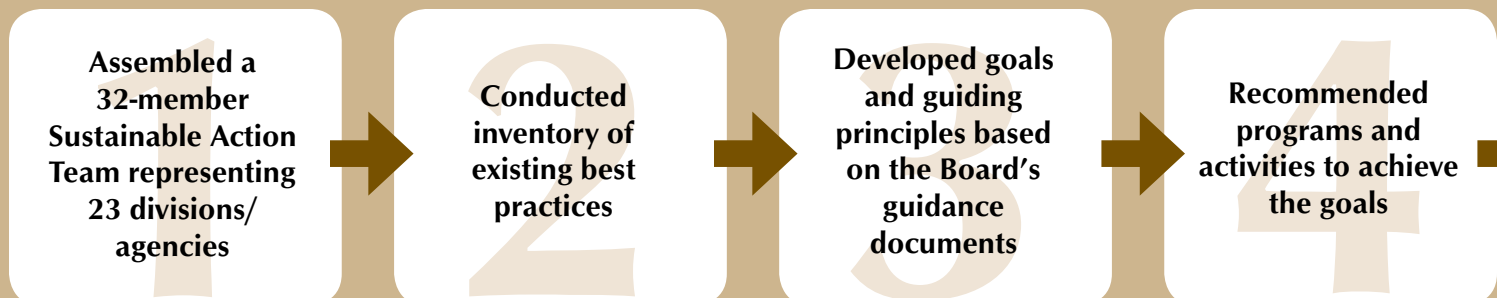
Sustainability Goals

Goals describe the aspirations provided by the Board of County Commissioners in the following documents: FY 2007-2011 Strategic Plan, Countywide Comprehensive Plan, Comprehensive Energy Plan, Energy Efficiency and Conservation Strategy, U.S. Mayors Climate Protection Agreement, and other sustainability-related plans and policies.

Guiding Principles

These are the fundamental beliefs that guide the operation of each program area. Principles provide an overarching policy context for implementing the sustainability goals. New programs, activities or actions will be measured by their ability to meet the sustainability goals and principles.

The Action Planning Process





Five-Year Action Plan

The plan recommends implementation of specific activities and programs in order to meet the goals and guiding principles. The Sustainable Action Team proposed an implementation timeline as well as responsible parties to oversee completion of each task.

Measures of Success

Measures of success were developed as a way to review our progress and effectiveness in meeting the goals. In some cases, specific targets are included. OES and the Action Team membership will establish monitoring procedures so that progress can be reported to the Board on an annual basis.

Highlights of Current Successes

The Sustainable Action Team conducted a thorough inventory of existing best practices within county government. Highlighted in this section are programs or practices already in place.

Achieving Results

Implementation of this action plan will achieve numerous results, most notably, it will:

- Ensure a greener, healthier built environment,

- Increase our energy and water efficiency and energy independence,
- Improve air quality and reduce greenhouse gas emissions,
- Protect our natural systems and green infrastructure,
- Encourage the growth of markets for environmental products and services,
- Increase employee participation and decision-making in workplace sustainability, and
- Reduce FCG expenses over the long-term.

Accountability

Plan implementation will require teamwork and dedication of employees from all County departments. Working cooperatively, we will advance practical solutions that achieve our sustainability goals. The OES, located in the County Manager's Office, will be the department responsible for making annual reports to the Board and is the primary contact for any questions pertaining to the plan. OES will organize quarterly meetings of the Sustainable Action Team to review progress in achieving plan goals as well as to discuss new ideas, technologies, partnerships, and opportunities. Divisions and departments will be asked to report progress to OES through their Action Team representative(s).





Leading by Example

Sustainability Goals

- Measure sustainability performance through a standard sustainability certification system.
- Communicate the environmental, economic, and community benefits of our sustainability initiatives to the public.
- Educate, empower and engage employees in the County's sustainability commitment.

Guiding Principles

- *Local government has a responsibility to its constituents to balance social, economic, and environmental considerations in its decision making processes.*
- *Showcasing best practices in sustainability allows County leaders to demonstrate progress and provides the public and private sector local models and successes to learn from and emulate.*
- *Working cooperatively with local governments, regional organizations, state agencies and other partners, as appropriate, leverages resources and increases our impact.*
- *Increasing employee participation and decision-making in sustainability initiatives can improve morale, boost savings, and benefit our community as a whole.*



Highlights of Current Successes

FCG already:

- Supports an Office of Environmental Sustainability, housed in the County Manager's Office. The OES coordinates the Sustainable Action Team and Frederick County Sustainability Commission and manages climate, energy and environmental programs.
- Established a 13-member Sustainability Commission to advise the Board in the areas of community sustainability and environmental leadership.
- Obtained \$659,800 from the U.S. Department of Energy's Energy Efficiency and Conservation Block Grant (EECBG) program to implement energy and green building programs. Since 2009, the OES has secured more than \$1.2 million in grant funds for the County's sustainability initiatives.
- Participates actively in the Metropolitan Washington Council of Government's (MWCOC) Climate, Energy and Environment Policy Committee and the Baltimore Metropolitan Council's Regional Sustainability Directors Network.

ACTION PLAN

FCG will lead by example through implementation of these leadership actions:

Policy, Planning & Leadership

1. Adopt a resolution that states FCG's sustainability goals and showcases the leadership of the Board.
2. Advocate for Frederick County's recognition as a model green government through membership in the National Association of Counties, International City/County Management Association, ICLEI-Local Governments for Sustainability and other national organizations.
3. Join ICLEI and participate in the 2011 launch of the STAR Community Index, a sustainability performance rating system for local governments.
4. Based on the County's performance in the STAR rating system, set priorities and implement policies and practices to improve sustainability performance.
5. Continue to establish demonstration projects that showcase best practices in sustainability.
6. Partner with Frederick County municipalities and surrounding counties to develop joint sustainability goals and programs.

Education & Training

7. Host an annual Sustainability Summit to showcase best practices to employees.
8. Develop an OES Intranet site and associated outreach materials for FCG employees. Include a sustainability suggestion box where employees can voice concerns and suggest new ideas.
9. Incorporate an overview of County sustainability initiatives at new employee orientation.
10. Create a Sustainability 101 course/webinar for all employees, new and existing.
11. Host regular "Sustainability Conversations" over the lunch hour targeted to the Sustainable Action Team, but open to all employees.



Measures of Success

- Adopted Sustainability Resolution
- Certification through the STAR Community Index
- Number of employees participating in sustainability education and training programs





Conserving Energy & Reducing Emissions

Sustainability Goals

- **Reduce the County's use of non-renewable energy by 50% by 2024**
- **Reduce greenhouse gas emissions by 25% by 2025**

Guiding Principles

- *Increasing energy efficiency and reducing overall energy consumption reduces the costs associated with building performance.*
- *Shifting to renewable sources of energy increases our energy independence, reduces harmful greenhouse gas (GHG) emissions and helps us to become a more resilient community.*
- *Educating employees about the benefits of energy efficiency and recognizing them for their efforts in the workplace aids the County in achieving its comprehensive energy goals.*



Highlights of Current Successes

FCG already:

- Prepared a Draft Comprehensive Energy Plan for reducing non-renewable energy consumption in FCG office buildings, facilities, and the vehicle fleet.
- Endorsed the U.S. Mayors Climate Protection Agreement, by Resolution No. 07-14.
- Conducted a GHG Emissions Inventory for County operations and the community-at-large.
- Implemented a Landfill Gas to Energy (LGE) project at the Reich's Ford Road Landfill. The project utilizes landfill gas to produce 2 MW of electricity and has the potential to reduce GHG emissions by approximately 10,500 tons of CO₂ each year.
- Secured \$500,000 from the Maryland Energy Administration (MEA) to install solar photovoltaic systems at two area high schools.
- Plans to install a solar thermal hot water pre-heating system at the Adult Detention Center.
- Performs energy audits of its owned and occupied buildings.
- Maintains a Building Retrofits and Upgrades Program to continuously improve operating efficiency and energy performance in buildings.

ACTION PLAN

FCG will lead by example through implementation of these energy and emissions actions:

Building Efficiency

1. Establish an annual Energy Conservation Capital Improvement Program to support implementation of the Comprehensive Energy Plan.
2. Finance future energy efficiency retrofit projects through reinvestment of the identified energy savings from previously implemented efficiency and retrofit projects.
3. Adopt an Energy Management Program that consists of policies and standards for energy efficiency and conservation that apply to County-owned and operated buildings.
4. Implement a centralized Energy Management Control System for all County operated buildings.
5. Implement the most efficient lighting for parking, street, and traffic lights and retrofit existing lighting when funding available.
6. Continue to inventory buildings to find potential performance opportunities to increase conservation and efficiency.
7. Set energy performance goals for each individual government building, both new and existing. Track performance with Energy Star's Portfolio Manager Program and communicate results to employees and the public.

Renewable Energy

8. Identify County-owned sites and buildings where on-site renewable energy is feasible. Implement projects on an individual or collective basis when funding is available.
9. Investigate cost-effective opportunities for purchase of renewable energy certificates or direct purchase electricity generated from renewable sources.



Emissions Reductions

10. Commit to a 25% GHG emissions reduction target for County operations by 2025 (from the baseline year of 2007) and develop a plan to meet the reduction target.
11. Update the County's GHG inventory on an annual basis and provide the Frederick County Sustainability Commission and the Board with a report. Develop tools and templates for County divisions to annually report their GHG emissions data.
12. Establish a GHG inventory work group that meets periodically to discuss data reporting and consistency, impact of reduction strategies, and review of the annual report.
13. Coordinate with ICLEI, MEA, Maryland Clean Energy Center, Maryland Department of Environment, MWCOC, and other partners on climate and energy policy, programs, and partnership opportunities.

Education & Training

14. Provide an online carbon footprint calculator tool for FCG employees.
15. Adopt an energy conservation policy that communicates the County's goals to employees and the public. Integrate the policy into orientation of new employees.
16. Develop consistent energy conservation messaging for employees. Distribute monthly reminders and post signage in buildings and facilities to encourage conservation.
17. Host an annual "Lunch & Learn" training with HR on the County's energy conservation initiatives.
18. Develop a recognition program for County employees and/or departments that are Energy Champions, similar to the Waste Reduction Awards.
19. Investigate opportunities for energy conservation education with IIT. Consider implementing scrolling screen reminders and emails.

Measures of Success

- Reduction in energy consumed by County buildings
- Number of onsite renewable energy installations
- Percent of FCG renewable energy use
- Reduction in metric tons of CO₂ emissions
- Number of employees participating in energy education and training programs



Implementing Green Building Practices

Sustainability Goals

- Ensure that County building projects implement strategies that enhance environmental performance and fiscal efficiencies.
- Encourage sustainable design in private-sector developments to facilitate a positive environmental legacy for Frederick County.

Guiding Principles

- Incorporating energy efficiency, water conservation and waste reduction measures in County projects helps establish benchmarks for the private sector to follow.
- Exploring incentives to adopt high performance building standards and developing reasonable timelines for the implementation of zoning and code changes are critical to achieving a sustainable County.
- Providing opportunities to educate citizens, developers and contractors in green building practices is essential to their understanding and ultimate acceptance of an evolving technology.



Highlights of Current Successes

FCG already:

- Is a member of the U.S. Green Building Council (USGBC) and employs a LEED-AP (Leadership in Energy and Environmental Design Accredited Professional) in the Division of Public Works.
- Invested in the USGBC's LEED green building certification program at the Brunswick Library, which will be FCG's first LEED-certified building project. The 15,400 square-foot library branch is scheduled to open in spring 2011.
- Implemented green building practices at the 6,100 square foot Catoctin Creek Nature Center, scheduled to open in 2010; the nature center features a vegetated "green" roof and a geothermal well field and heat pump.
- Installs water efficiency devices in County buildings like waterless urinals and dual flush toilets.

ACTION PLAN

FCG will lead by example through implementation of these green building actions:

Standards, Construction & Certification

1. Establish LEED Silver certification as the minimum, required standard for all new County funded, public sector buildings. Utilize the LEED green building certification program for Existing Buildings (LEED-EB) for major renovations.
2. Adopt a resolution stating Frederick County's green building principles. Highlight FCG's priorities for future construction and renovation projects (i.e. energy and water efficiency, construction and demolition waste recycling, etc.).
3. When bidding out new projects, require that project design professionals hold the LEED-AP certification.
4. Assemble an interdepartmental team to propose green building standards for private sector building construction in Frederick County.



Education & Training

5. Provide LEED training for employees, targeted to DPW, DPDR, MSD and DPZ staff. Support LEED accreditation for at least two staff members.
6. Showcase the County's LEED certified buildings to the public through brochures, tours, signage, and web sites.
7. Develop an orientation to the County's green building program that can be presented at local green building meetings, workshops, and events. Target the local development community with outreach and training.
8. Design a green building program web site with associated print materials targeted to contractors, builders, and the general public.
9. Create a central library where employees and the public can go to research sustainable buildings and design related information.
10. Hold an annual Green Building Forum for citizens where the green building program is featured.
11. Staff a green building program booth at the Frederick Fair.

Measures of Success

- Number of LEED certified municipal buildings
- Number of employees with LEED accreditation
- Adoption of a green building practices resolution
- Number of employees participating in green building education and training



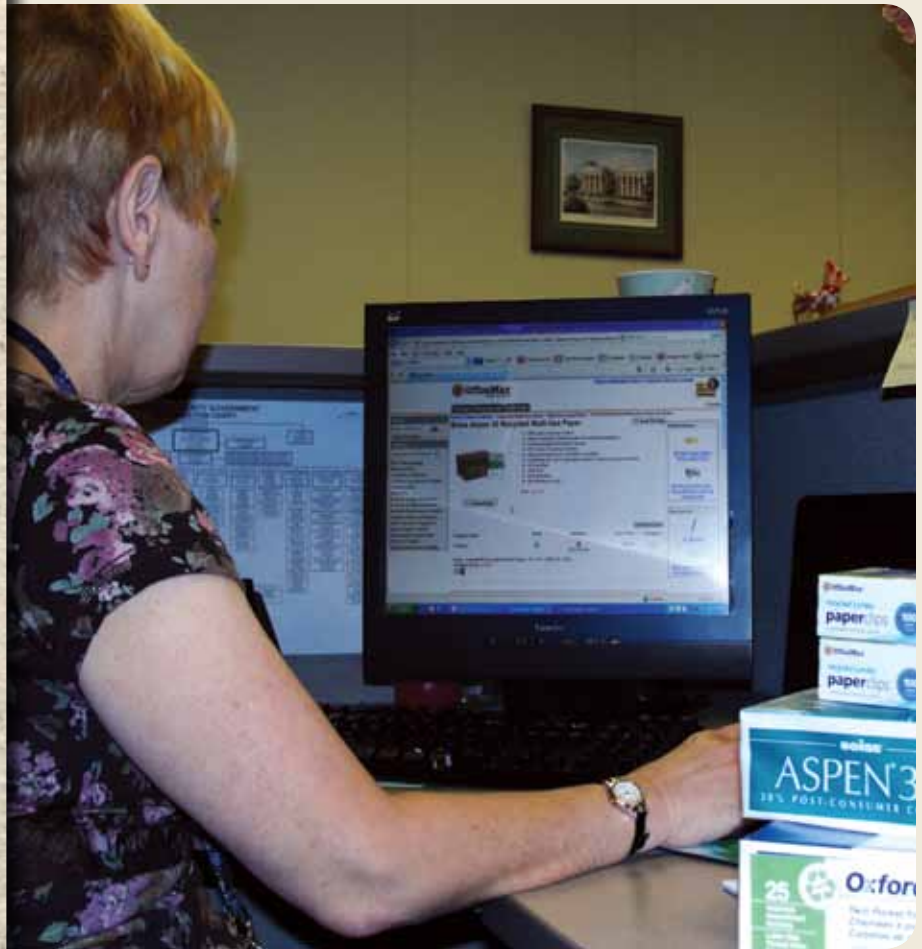
Making Green Purchasing Decisions

Sustainability Goals

- Apply environmentally preferred purchasing procedures to all County operations.

Guiding Principles

- Local governments purchase a large quantity and wide variety of products and services. FCG can use its spending power to increase demand for greener products thereby achieving environmental objectives.
- Green purchasing provides many co-benefits including economic development, green jobs creation, waste reduction, energy conservation, greenhouse gas emission reduction, and pollution prevention.



Highlights of Current Successes

FCG already:

- Consolidated printer, scanner and copier equipment through the purchase and installation of multifunctional printers. This new equipment reduces energy consumption since fewer copiers are in the workplace and reduces paper usage through default double-sided printing and scanning functions.
- Distributes a 30% recycled content white copy paper for all copiers and printers.
- Uses janitorial supplies that are certified by the Environmental Choice EcoLogo Program, a third party certification of environmentally preferable products.
- Promotes the reuse of office furniture and equipment and the redistribution of supplies. Employees can receive updates showing available products advertised for pick-up through a listserv.

ACTION PLAN

FCG will lead by example through implementation of these green purchasing actions:

Policy, Planning & Leadership

1. Adopt Environmentally Preferred Purchasing (EPP) procedures.
2. Establish a recycled paper policy including a target for recycled content and volume.
3. Set a target for the percentage of green products purchased through the County's office supply contractor.
4. Promote the use of surplus equipment or adaptive re-use of existing equipment when the equipment can safely and efficiently satisfy the objectives of the department.
5. Increase the number and type of green products offered at the County warehouse.

Vendor Outreach

6. Encourage suppliers and contractors to offer environmentally preferable products and services at competitive prices.
7. Encourage vendors to consider the environmental impacts of service delivery.
8. Encourage vendors to deliver supplies in minimal energy efficient packaging using energy efficient methods and recycled materials.
9. Encourage aggregate order delivery.

Education & Training

10. Enhance the Purchasing Department's Intranet site to showcase and promote surplus items to employees.
11. Raise staff awareness on the environmental issues affecting procurement by providing information and training.
12. Provide staff a list of environmentally preferred products for those frequently purchased office supplies. Make the list available on the Intranet.
13. Include an update on the County's environmentally preferred purchasing procedures in new staff orientation.
14. Provide reminders to all employees to reduce, reuse, recycle and keep in mind the best disposal methods of products prior to purchasing.

Measures of Success

- Adoption of Environmentally Preferred Purchasing procedures
- Adoption of a recycled paper policy
- Number of employees with purchasing responsibility that engage in green purchasing training





Protecting Our Green Infrastructure

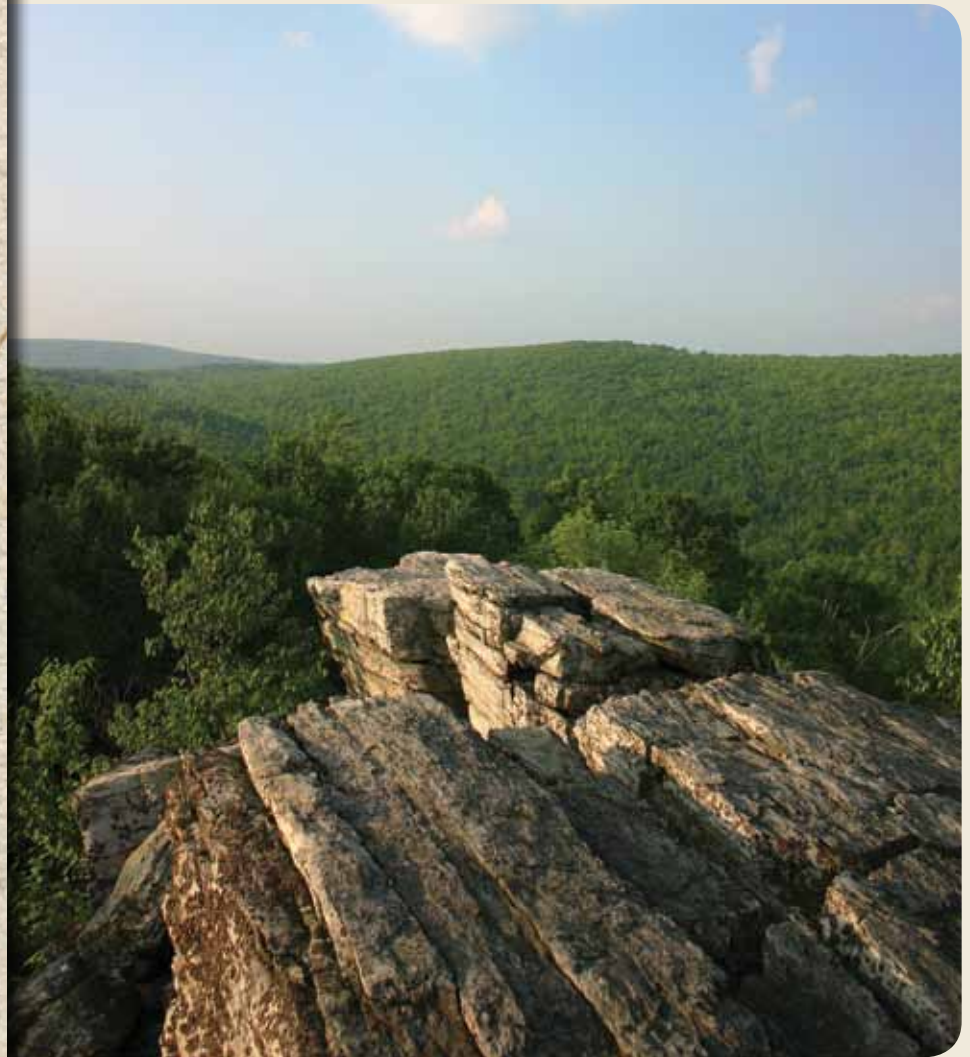
Sustainability Goals

- **Protect and restore Frederick County's network of green infrastructure.¹**

Guiding Principles

- *Protected natural systems provide irreplaceable benefits such as carbon sequestration, flood and erosion control, water quality and supply, nutrient processing and soil fertility, habitat, and air quality.*
- *Maintaining a healthy green infrastructure network minimizes County risk; in particular FCG can prevent degradation to water bodies and costly restoration measures that are required under state and federal environmental regulations.*

¹ According to the U.S. Fish and Wildlife Service, Green Infrastructure (GI) represents an interconnected network of natural areas and working landscapes that support native species, maintain ecological processes, sustain air and water resources, and contribute to the health and quality of life for citizens.



Highlights of Current Successes

FCG already:

- Works with state and federal partners to implement GI resource assessments for streams, forests and wetlands.
- Conducts reforestation and water quality retrofitting efforts in parks, including Utica and Libertytown.
- Implements winter road and sidewalk treatment practices that protect ground and surface waters, including the use of alternative deicers to protect the environment and street sweeping to remove deicing materials after storms.
- Reports pesticide, herbicide or fertilizer use, follows Best Management Practices for application, and uses alternatives when applicable.
- Coordinates the non-advocacy Monocacy and Catocin Watershed Alliance (www.watershed-alliance.com), which contains over forty partner organizations who work to protect and restore water quality and habitat. The Alliance leverages resources and mobilizes volunteers; their efforts help FCG meet environmental regulatory requirements.

ACTION PLAN

FCG will lead by example through implementation of these green infrastructure actions:

Environmental Policy & Planning

1. Investigate grant funding opportunities to develop the Green Infrastructure Functional Master Plan and integrate natural resource protections into County operations.
2. Prior to land acquisition, investigate and evaluate a parcel's environmental features to determine protection, restoration and mitigation needs.
3. Support training opportunities for land conservation staff that are required to inspect and monitor land easements (both agricultural and forest).
4. Utilize the green infrastructure natural resource assessments to identify GI gaps that would be suitable mitigation sites for Fee-in-Lieu funds, MDE Wetland Bank funds, grant-funded nonpoint source (NPS) pollution reduction projects, and County-funded restoration activities under its National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit.
5. Create tools to help identify and map priority forest conservation and reforestation areas to guide future conservation efforts.
6. Organize and publish a water quality report card utilizing integrated water monitoring data as a basis for indicators.
7. Establish a Green Infrastructure Working Group that coordinates environmental protection and restoration efforts among divisions.

County Facilities & Capital Improvement Projects

8. Target existing County facilities and buildings for Stormwater Restoration and Retrofit Assessments where technically and economically feasible.
9. Pump-out and inspect septic systems that serve County owned or rented facilities every 3-5 years, or as recommended. Replace conventional septic systems serving County owned facilities with nitrogen reduction systems when feasible.
10. Critically examine the drilling of wells, use of septic systems, and implementation of stormwater management for County facilities and operations in limestone (karst) areas. Use Maryland Geological Society karst maps and other resources to evaluate suitability of sites for acquisition and construction.
11. Develop a program to reduce fish passage barriers when they create negative impacts to species, through the

repair of road crossings, culverts, bridges, and pipes, and through the removal of other blockages. Prioritize projects that would improve the passage of native brook trout, a species in danger of extirpation in the Monocacy Watershed.

Parks & Land

12. Utilize the Department of Solid Waste Management's compost and mulch program for landscaping and maintenance projects at County buildings and facilities.
13. Use drought resistant native species to the maximum extent practical to reduce or eliminate irrigation requirements for required landscaping on new facilities.
14. Manage Frederick County owned land to restore, conserve and create habitat for native species and eliminate invasive species.
15. Conduct an inventory of existing tree canopy coverage on County-owned land. Establish a goal to plant and maintain canopy coverage.
16. Create publicly accessible demonstration sites for native plant landscaping, native conservation cover crops, reforestation, and wetland restoration. Include interpretive signage and educational programming to engage visitors.

Creative Financing & Leveraging Resources

17. Research establishment of a stormwater utility or fee system to develop a dedicated funding source for the County's stormwater management and compliance responsibilities.
18. Make the grant-funded community restoration coordinator position a permanent County position due to its demonstrated ability to leverage the position's salary and benefits twelvefold with partner organizations' commitments to meet County regulatory requirements.
19. Continue successful partnerships with MCWA and grantors that leverage the County's investment in meeting mandatory water quality regulations. Evaluate the service areas and missions of various organizations, particularly those involved in restoration and land conservation to determine where these intersect with the County's priorities; further enhance partnerships in these areas and minimize duplication of efforts.
20. Evaluate staffing for Sediment and Erosion Control to improve inspection rates required by new state stormwater regulations.

Measures of Success

- Completed GI resource assessments for streams, wetlands, and forests
- Increase in forest cover on County owned property
- Increase in grants and partner resources leveraged
- Reduction in untreated urban impervious surfaces



Recycling & Reducing Waste

.....

Sustainability Goal

- **Employ a waste reduction and recycling strategy to all County buildings, facilities, and operations.**

Guiding Principles

- *Effective outreach and communication to employees is critical to a successful waste reduction and recycling program.*
- *“Reject, Reduce, Reuse, then Recycle” principles resonate with employees and should continue to be the core employee education message.*
- *When designing, planning, constructing or deconstructing buildings and facilities, FCG will utilize an integrated waste management plan.*



Highlights of Current Successes

FCG already:

- Supports a Department of Solid Waste Management (DSWM) and Office of Recycling that coordinate programs and outreach, such as the single stream recycling program.
- Manages CORP – the County Office Recycling Program, which provides single stream recycling and education to employees.
- Provides Waste Reduction Awards to recognize achievement by employees and local businesses.
- Established a community goal of achieving a 60% waste diversion rate by 2024.

ACTION PLAN

FCG will lead by example through implementation of these waste reduction and recycling actions:

Policy, Planning & Leadership

1. Prepare waste reduction plans for each division and/or department.
2. Establish green meeting guidelines for employees, voluntary boards, and commissions to follow when convening meetings and special events.
3. Change to a paperless distribution system for correspondence within the County when possible, including an electronic distribution system for the Board agenda packets in lieu of paper copies.
4. Change to an electronic billing system for vendors/customers of the County that can support electronic billing and continue to promote this method for future vendors/customers. Begin with a pilot program with a volunteer agency and offer in parallel with the paper billing system.
5. Enforce existing Board (circa 1996) administrative policy that all County facilities and employees participate in and utilize all recycling and waste reduction programs currently offered by the County and all future programs.
6. Adopt a Construction and Deconstruction (C&D) recycling policy.
7. Establish construction regulations to allow and encourage the use of compost as a soil erosion

control medium replacing or augmenting other acceptable erosion control mediums currently in place such as silt fencing, super silt fencing, hydro-seeding, etc.

8. Seek out grant funding to purchase recycling containers for existing County parks. Consider co-locating recycling containers with outdoor waste receptacles at other locations such as Winchester Hall.

Education & Training

9. Provide employees with training in waste reduction and designate a point person for each division.
10. Provide waste reduction training for new and existing employees.
11. Investigate an interactive website for recycling and waste reduction accessible to both County employees and the public to enhance educational efforts.

Measures of Success

- Completion of and participation in waste reduction plans, by division and/or department
- Percent of meetings following the green meeting guidelines
- Decrease in the amount of waste generated by FCG operations
- Adoption of a construction and deconstruction (C&D) recycling policy
- Reduction in paper purchased through the County warehouse





Choosing Transportation Alternatives

.....

Sustainability Goals

- Reduce non-renewable energy consumption by the FCG fleet and employees.
- Improve local air quality conditions by encouraging transportation alternatives.

Guiding Principles

- Implementing fuel conservation plans and down-sizing fleet vehicles reduces fossil fuel consumption.
- Conversion to bio-diesel fuel blends and continued conversion to hybrid vehicle technology in the general vehicle fleet (sedans, SUVs, trucks) and transit buses are effective measures for converting to renewable energy sources.
- Technology advances that are in research and development such as electric vehicle technology, expanded use of hybrid technology for trucks, advances in engine technology, and hydrogen-based fuel cell technology should be monitored for their applicability to FCG in the future.
- Orientation and education should be provided to employees about green fleets and the impact of vehicles on the environment. Incentives should be researched and expanded to promote use of transportation alternatives by employees.



Highlights of Current Successes

FCG already:

- Purchases hybrid vehicles; since 2007, FCG has added 19 to the fleet.
- Implements fuel conservation plans to reduce fuel consumption by 10 percent (3 percent for Transit).
- Eliminated idling of vehicles and equipment except when required for performing essential functions.
- Eliminated out-of-county travel in County vehicles with fuel economy under 22 MPG on the highway unless 4 or more people are traveling together.
- Provides employees with remote access, webinars, and teleconferencing capabilities.
- Includes commuter and rideshare information in new employees' orientation packets.
- Piloted a flexible work schedule program in the Division of Public Works to determine whether four 10-hour days was viable for its employees and work program.
- Conducted an Employee Commute Survey to gauge employee interest in transportation alternatives.

ACTION PLAN

FCG will lead by example through implementation of these transportation actions:

Policy, Planning & Leadership

1. Adopt a Green Fleet Policy.
2. Develop a Green Fleet seal and mark all appropriate vehicles.
3. Endorse an employee-directed policy promoting the use of transportation alternatives, telecommuting, flexible work schedule options, and the principles of “Live Here, Work Here.”
4. Develop and implement a Green Driver Awareness course for all employee driving permit holders.
5. Train FCG departments/divisions in COG’s Clean Air Partners program, which requires notifying employees and customers of Code Red air quality days and advising appropriate actions to take.
6. Investigate potential alternative revenue sources for Transit to address the implications of Gas Tax and Vehicle Titling Fees as their main revenue source.

Employee Commute

7. Promote the use of transportation alternatives, flexible work schedule options, and telecommuting to employees to incentivize trip reduction through a comprehensive employee education program.
8. Provide carpool matching, Guaranteed Ride Home services, and other commuter services to employees.
9. Organize a vanpool and showcase ridership to County employees.
10. Offer visible, preferential parking for carpools or vanpools on surface lot at Winchester Hall.
11. Reduce subsidies for single occupancy vehicle parking in the downtown garages or offer higher subsidy for carpools.
12. Offer subsidy/incentive for employees to ride TransIT.
13. Support bicycle commuters with secure and weather-protected areas to stow gear and access to changing areas.
14. Evaluate offering a pre-tax transportation spending account as an incentive to employees who utilize transportation alternatives.

15. Investigate the feasibility of bringing ZIP car or bicycle sharing to downtown Frederick to encourage employee participation in transportation alternatives.
16. Consider commute length and time when determining the most efficient work location for employees.
17. Develop an award or recognition program for employees who maximize transportation alternatives.

Work Travel

18. Use Geographic Information Systems (GIS) to determine the most efficient routes for FCG work travel.
19. Promote remote access to County trainings, information sessions, lunch and learns, meetings via teleconference, video streaming and other electronic media formats. Promote video-conferencing for meetings with a phone-in feature for viewer participation.
20. Connect County facilities with alternate transportation options.
21. Combine daily or repeated routes in “errand-pools.”
22. Cross train staff to perform additional duties (i.e. inspections) to reduce the total number of trips by multiple staff to the same location.
23. Set up satellite facilities for the Motor Pool to reduce trips.

Transportation Planning

24. Continue to engage in transportation planning that reduces vehicle miles traveled (VMTs), fossil fuel use, and improves air quality.
25. Improve the pace of completed miles in the Frederick County Bikeways and Trails Plan.
26. Incorporate Transit Friendly Development (TFD) Guidelines in requirements so new commercial and residential developments in the TransIT service area are prepared for transit service. Seek endorsement of TFD Guidelines from City/County Planning Commissions.
27. Provide outreach to developers, staff and planning commissions on TFD Guidelines.

Measures of Success

- Addition of hybrid vehicles to the fleet
- Reduction in fleet fuel consumption
- Increase in number of County employees who regularly use a transportation alternative
- Number of employees completing a Green Driver Awareness Course



Implementation Plan



LEADING BY EXAMPLE: 5-Year Action Plan

Activity		Start Date (FY)	Completion (FY)	Lead Agency	Supporting Agencies
Policy, Planning and Leadership					
1	Adopt a resolution that states FCG's sustainability goals and showcases the leadership of the Board.	2011	2011	Board	OES
2	Advocate for Frederick County's recognition as a model green government through membership in the National Association of Counties, International City/County Management Association, ICLEI-Local Governments for Sustainability and other national organizations.	2011	On-going	County Manager	OES
3	Join ICLEI and participate in the 2011 launch of the STAR Community Index, a sustainability performance rating system for local governments.	2011	2013	County Manager	OES
4	Based on the County's performance in the STAR rating system, set priorities and implement policies and practices to improve sustainability performance.	2012		Board	OES
5	Continue to establish demonstration projects that showcase best practices in sustainability.	2011	On-going	OES	
6	Partner with Frederick County municipalities and surrounding counties to develop joint sustainability goals and programs.	On-going	On-going	OES	
Education and Training					
7	Host an annual Sustainability Summit to showcase best practices to employees. Include a sustainability suggestion box where employees can voice concerns and suggest new ideas.	2011	On-going	OES	S-Team
8	Develop an OES Intranet site and associated outreach materials for FCG employees.	2011	On-going	OES	
9	Incorporate an overview of county sustainability initiatives at new employee orientation.	2012		OES / HR	
10	Create a Sustainability 101 course/webinar for all employees, new and existing.	2011		OES	
11	Host regular "Sustainability Conversations" over the lunch hour targeted to the Sustainable Action Team, but open to all employees.	2011	On-going	OES	HR



CONSERVING ENERGY AND REDUCING EMISSIONS: 5-Year Action Plan

Activity		Start Date (FY)	Completion (FY)	Lead Agency	Supporting Agencies
Building Efficiency					
1	Establish an annual Energy Conservation Capital Improvement Program to support implementation of the Comprehensive Energy Plan.	2011	On-going	MSD	
2	Finance future energy efficiency retrofit projects through reinvestment of the identified energy savings from previously implemented efficiency/retrofit projects.	2011	On-going	MSD	

Activity		Start Date (FY)	Completion (FY)	Lead Agency	Supporting Agencies
3	Adopt an Energy Management Program that consists of policies and standards for energy efficiency and conservation that apply to county-owned and operated buildings.	2011	End of FY 2011	MSD	
4	Implement a centralized Energy Management Control System for all county operated buildings.	2011	2016	Maintenance	
5	Implement the most efficient lighting for parking, street, and traffic lights and retrofit existing lighting when funding available.	On-going	On-going	Highway / Maintenance	
6	Continue to inventory buildings to find potential performance opportunities to increase conservation and efficiency.	2011	2012	MSD	
7	Set energy performance goals for each individual government building, both new and existing, track performance with Energy Star's Portfolio Manager program, and communicate results to employees and the public.	2010	On-going	MSD	OES
Renewable Energy					
8	Identify County-owned sites and buildings where on-site renewable energy is feasible. Implement projects on an individual or collective basis when funding is available.	2011	On-going	MSD	OES
9	Investigate cost-effective opportunities for purchase of renewable energy certificates or direct purchase electricity generated from renewable sources.	2011	On-going	MSD	OES
Emissions Reductions					
10	Commit to a 25% GHG emissions reduction target for County operations by 2025 (from the baseline year of 2007) and develop a plan to meet the reduction target.	2011	On-going	Board	OES
11	Update the County's GHG inventory on an annual basis and provide the Frederick County Sustainability Commission and the Board with a report. Develop tools and templates for County divisions to annually report their GHG emissions data.	2012	On-going	OES	MSD, DUSWM
12	Establish a GHG inventory work group that meets periodically to discuss data reporting and consistency, impact of reduction strategies, and review of the annual report.	2011		OES	MSD, DUSWM
13	Coordinate with ICLEI, MEA, Maryland Clean Energy Center, Maryland Department of Environment, MWCOG, and other partners on climate and energy policy, programs, and partnership opportunities.	2011	On-going	OES	
Education and Training					
14	Provide a carbon footprint calculator tool online for employees and Frederick County citizens.	2011	2011	OES	
15	Adopt an energy conservation policy that communicates the County's goals to employees and the public. Integrate the policy into orientation of new employees.	2011	2011	OES	
16	Develop consistent energy conservation messaging for employees. Distribute monthly reminders and post signage in buildings and facilities to encourage conservation.	On-going	On-going	Energy Dog	MSD, OES
17	Host an annual "Lunch & Learn" training with HR on the County's energy conservation initiatives.	2011	On-going	MSD, OES	HR
18	Develop a recognition program for County employees and/or departments that are Energy Champions, similar to the Waste Reduction Awards.	2011	On-going	MSD, OES	
19	Investigate opportunities for conservation education with IIT; consider scrolling screen reminders and emails.	On-going	On-going	IIT	



IMPLEMENTING GREEN BUILDING PRACTICES: 5-Year Action Plan

Activity		Start Date (FY)	Completion (FY)	Lead Agency	Supporting Agencies
Standards, Construction and Certification					
1	Establish LEED Silver certification as the minimum, required standard for all new County funded, public sector buildings. Utilize the LEED green building certification program for Existing Buildings (LEED-EB) for major renovations.	2013	On-going	Board	MSD / DPW
2	Adopt a resolution stating Frederick County's green building principles. Highlight FCG's priorities for future construction and renovation projects (i.e. energy and water efficiency, construction and demolition waste recycling, etc.).	2011		Board	OES / MSD
3	When bidding out new projects, require that project design professionals hold the LEED-AP certification.	2011		Finance	
4	Assemble an interdepartmental team to propose green building standards for private sector building construction in Frederick County.	2011	2013	OES	DPDR / DPZ
Education and Training					
5	Provide LEED training for employees, targeted to DPW, DPDR, MSD, and DPZ staff. Support LEED accreditation for at least two staff members.	2011	on-going	OES	DPW, DPDR, MSD, DPZ
6	Showcase the County's LEED certified buildings to the public through brochures, tours, signage, and web sites.	2012		MSD	OES
7	Develop an orientation to the County's green building program that can be presented at local green building meetings, workshops, and events. Target the local development community with outreach and training.	2012		DPDR	OES
8	Design a green building program web site with associated print materials targeted to contractors, builders, and the general public.	2012		OES	
9	Create a central library where employees and the public can go to research sustainable buildings and design related information.	2012		Library	
10	Hold an annual Green Building Forum for citizens where the green building program is featured.	2012		OES	
11	Staff a green building program booth at the Frederick Fair.	2012		OES	DPDR, DPZ



MAKING GREEN PURCHASING DECISIONS: 5-Year Action Plan

Activity		Start Date (FY)	Completion (FY)	Lead Agency	Supporting Agencies
Policy, Planning and Leadership					
1	Adopt Environmentally Preferred Purchasing (EPP) procedures.	2012	none	Purchasing	
2	Establish a recycled paper policy including a target for recycled content and volume.	2012	none	Purchasing	
3	Set a target for the percentage of green products purchased through the County's office supply contractor.	2012		Purchasing	
4	Promote the use of surplus equipment or adaptive re-use of existing equipment when the equipment can safely and efficiently satisfy the objectives of the department.	2012	On-going	Purchasing	
5	Increase the number and type of green products offered at the County warehouse.	2012	On-going	MSD	Purchasing
Vendor Outreach					
6	Encourage suppliers and contractors to offer environmentally preferable products and services at competitive prices.	2012	none	Purchasing	
7	Encourage vendors to consider the environmental impacts of service delivery.	2011	none	Purchasing	
8	Encourage vendors to deliver supplies in minimal energy efficient packaging using energy efficient methods and recycled materials.	2011		Purchasing	
9	Encourage aggregate order delivery.	2011		Purchasing	
Education and Training					
10	Enhance the Purchasing Department's Intranet site showcasing and promoting surplus items to employees.	2011		Purchasing	
11	Raise staff awareness on the environmental issues affecting procurement by providing relevant information and training.	2012	none	Purchasing	HR
12	Provide staff a list of environmentally preferred products for those frequently purchased office supplies. Make the list available on the Intranet.	2011		Purchasing	
13	Include an update on the County's environmentally preferred purchasing procedures in new staff orientation.	2012		Purchasing	HR
14	Provide reminders to all employees to reduce, reuse, recycle & keep in mind the best disposal methods of products prior to purchasing.	On-going	On-going	Purchasing	DSWM



PROTECTING GREEN INFRASTRUCTURE 5-Year Action Plan

Activity		Start Date (FY)	Completion (FY)	Lead Agency	Supporting Agencies
Environmental Policy and Planning					
1	Investigate grant funding opportunities to develop the Green Infrastructure Functional Master Plan and integrate natural resource protections into County operations.	2012	On-going	DPW / DPZ	
2	Prior to land acquisition, investigate and evaluate a parcel's environmental features to determine protection, restoration and mitigation needs.	2012	On-going	DPW	DPR / MSD
3	Support training opportunities for land conservation staff that are required to inspect and monitor land easements (both agricultural and forest).	2012	On-going	DPDR / DPZ	
4	Utilize the green infrastructure natural resource assessments to identify GI gaps that would be suitable mitigation sites for Fee-in-Lieu funds, MDE Wetland Bank funds, grant-funded nonpoint source (NPS) pollution reduction projects, and County-funded restoration activities under its National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit.	2012	On-going	DPDR/DPW	
5	Create tools to help identify and map priority forest conservation and reforestation areas to guide future conservation efforts.	2012	On-going	DPW / DPDR	DPZ
6	Organize and publish a water quality report card utilizing integrated water monitoring data as a basis for indicators.	2013	On-going	DPW / DUSWM	
7	Establish a Green Infrastructure Working Group that coordinates environmental protection and restoration efforts among divisions.	2011	On-going	OES	DPW, DPZ, DUSWM, Health, DPDR, DPR
County Facilities and Capital Improvement Projects					
8	Target existing County facilities and buildings for Stormwater Restoration and Retrofit Assessments where technically and economically feasible.	2011	On-going	DPDR / DPW	
9	Pump-out and inspect septic systems that serve County owned or rented facilities every 3-5 years, or as recommended. Replace conventional septic systems serving County owned facilities with nitrogen reduction systems when feasible.	2011	On-going	MSD	
10	Critically examine the drilling of wells, use of septic systems, and implementation of stormwater management for County facilities and operations in limestone (karst) areas. Use Maryland Geological Society karst maps and other resources to evaluate suitability of sites for acquisition and construction.	2011	On-going	MSD, Health	

Activity		Start Date (FY)	Completion (FY)	Lead Agency	Supporting Agencies
11	Develop a program to reduce fish passage barriers when they create negative impacts to species, through the repair of road crossings, culverts, bridges, and pipes, and through the removal of other blockages. Prioritize projects that would improve the passage of native brook trout, a species in danger of extirpation in the Monocacy Watershed.	2013	On-going	DPW	
Parks and Land					
12	Utilize the Department of Solid Waste Management's compost and mulch program for landscaping and maintenance projects at County buildings and facilities.	2011	On-going	DPR, MSD	DSWM
13	Use drought resistant native species to the maximum extent practical to reduce or eliminate irrigation requirements for required landscaping on new facilities.	2012	On-going	DPR, DPW	
14	Manage Frederick County owned land to restore, conserve and create habitat for native species and eliminate invasive species.	2012	On-going	DPR, MSD	
15	Conduct an inventory of existing tree canopy coverage on County-owned land. Establish a goal to plant and maintain canopy coverage.	2013		DPW	IIT, MSD, DPR
16	Create publicly accessible demonstration sites for native plant landscaping, native conservation cover crops, reforestation, and wetland restoration. Include interpretive signage and educational programming to engage visitors.	2015		DPW	MCWA and community partners
Creative Financing and Leveraging Resources					
17	Research establishment of a stormwater utility or fee system to develop a dedicated funding source for the County's stormwater management and compliance responsibilities.	2012	2013	DPW	DPDR
18	Make the grant-funded community restoration coordinator position a permanent County position due to its demonstrated ability to leverage the position's salary and benefits twelvefold with partner organizations' commitments to meet County regulatory requirements.	2015	On-going	DPW	
19	Continue successful partnerships with MCWA and grantors that leverage the County's investment in meeting mandatory water quality regulations. Evaluate the service areas and missions of various organizations, particularly those involved in restoration and land conservation to determine where these intersect with the County's priorities; further enhance partnerships in these areas and minimize duplication of efforts.	2011	On-going	DPW	
20	Evaluate staffing for Sediment and Erosion Control to improve inspection rates required by new state stormwater regulations.	2013		DPDR	



RECYCLING AND REDUCING WASTE: 5-Year Action Plan

Activity		Start Date (FY)	Completion (FY)	Lead Agency	Supporting Agencies
Policy, Planning and Leadership					
1	Prepare waste reduction plans for each Division and/or Department.	2011	2012	DSWM	
2	Establish green meeting guidelines for employees, voluntary boards, and commissions to follow when convening meetings and special events.	2011	2011	HR	OES
3	Change to a paperless distribution system for correspondence within the County when possible, including an electronic distribution system for the Board agenda packets in lieu of paper copies.	2011		County Manager	
4	Change to an electronic billing system for vendors/customers of the County that can support electronic billing and continue to promote this method for future vendors/customers. Begin with a pilot program with a volunteer agency, and offer in parallel with the paper billing system.	2012		Finance	
5	Enforce existing BOCC (circa 1996) administrative policy that all County facilities and employees participate in and utilize all recycling and waste reduction programs currently offered by the County, and all future programs.	2011		Board/County Manager	
6	Adopt a Construction and Deconstruction (C&D) recycling policy.	2012	2012	Board	DSWM
7	Establish construction regulations to allow and encourage the use of compost as a soil erosion control medium replacing or augmenting other acceptable erosion control mediums currently in place such as silt fencing, super silt fencing, hydro-seeding, etc.	2011	2012	DPW, DPDR	DSWM
8	Seek out grant funding to purchase recycling containers for existing County parks. Consider co-locating recycling containers with outdoor waste receptacles at other locations such as Winchester Hall.	2011	On-going	DSWM, DPR	OES
Education and Training					
9	Provide employees with training in waste reduction and designate a point person for each division.	2011	On-going	S-Team	DSWM
10	Provide waste reduction training for new and existing employees.	2011	On-going	HR / DSWM	
11	Investigate an interactive website for recycling and waste reduction accessible to both County employees and the public to enhance educational efforts.	2011	2011	DSWM	



CHOOSING TRANSPORTATION ALTERNATIVES: 5-Year Action Plan

Activity		Start Date (FY)	Completion (FY)	Lead Agency	Supporting Agencies
Policy, Planning and Leadership					
1	Adopt a Green Fleet Policy.	2011		MSD	
2	Develop Green Fleet seal and mark all appropriate vehicles.	2011	On-going	MSD - Motor-pool	
3	Endorse an employee-directed policy promoting the use of transportation alternatives, telecommuting, flexible work schedule options, and the principles of "Live Here, Work Here."	2011	2011	Board/HR	TransIT
4	Develop and implement a Green Driver Awareness course for all employee driving permit holders.	2011	2012	MSD	Finance, Risk Management
5	Train FCG departments/divisions in COG's Clean Air Partners program, which requires notifying employees and customers of Code Red air quality days and advising appropriate actions to take.	2011	2011	Board/TransIT	
6	Investigate potential alternative revenue sources for Transit to address the implications of Gas Tax and Vehicle Titling Fees as their main revenue source.	2011	2012	TransIT	
Employee Commute					
7	Promote the use of transportation alternatives, flexible work schedule options, and telecommuting to employees to incentivize trip reduction through a comprehensive employee education program.	2011	On-going	TransIT/ Various	OES
8	Provide carpool matching, Guaranteed Ride Home services, and other commuter services to employees.	2011	On-going	TransIT/ Various	OES
9	Organize a vanpool and showcase ridership to County employees.	2011	2013	TransIT	
10	Offer visible, preferential parking for carpools or vanpools on surface lot at Winchester Hall.	2012	2014	HR/MSD	
11	Reduce subsidies for single occupancy vehicle parking in the downtown garages or offer higher subsidy for carpools.	2011	2012	MSD	
12	Offer subsidy/incentive for employees to ride TransIT.	2011	2013	TransIT	
13	Support bicycle commuters with secure and weather-protected areas to stow gear and access to changing areas.	2015	On-going	HR	
14	Evaluate offering a pre-tax transportation spending account as an incentive to employees who utilize transportation alternatives.	2011	2013	HR	TransIT

CHOOSING TRANSPORTATION ALTERNATIVES: 5-Year Action Plan - continued

Activity		Start Date (FY)	Completion (FY)	Lead Agency	Supporting Agencies
15	Investigate the feasibility of bringing ZIP car or bicycle sharing to downtown Frederick to encourage employee participation in transportation alternatives.	2015		HR	City of Frederick
16	Consider commute length and time when determining the most efficient work location for employees.	2011	On-going	All	
17	Develop an award or recognition program for employees who maximize transportation alternatives.	2012	2014	TransIT	HR, OES
Work Travel					
18	Use Geographic Information Systems (GIS) to determine the most efficient routes for FCG work travel.	2011	2012	IIT	
19	Promote remote access to County trainings, information sessions, lunch and learns, meetings via teleconference, video streaming and other electronic media formats. Promote video-conferencing for meetings with a phone-in feature for viewer participation.	2011	On-going	IIT	
20	Connect County facilities with alternate transportation options.	2015	2020	MSD/DPW	
21	Combine daily or repeated routes in "errand-pools."	2011	On-going	Various	
22	Cross train staff to perform additional duties (i.e. inspections) to reduce the total number of trips by different staff to same location.	2011	On-going	Various	
23	Set up satellite facilities for the Motor Pool to reduce trips.	2011	2013	MSD	
Transportation Planning					
24	Continue to engage in transportation planning that reduces vehicle miles traveled (VMTs), fossil fuel use, and improves air quality.	2011	On-going	Various	
25	Improve the pace of completed miles in the Frederick County Bikeways and Trails Plan.	2011	On-going	DPR	
26	Incorporate Transit Friendly Development (TFD) Guidelines in requirements so new commercial and residential developments in the TransIT service area are prepared for transit service. Seek endorsement of TFD Guidelines from City/County Planning Commissions.	2012	2020	DPZ/DPDR	OED/TransIT
27	Provide outreach to developers, staff and planning commissions on TFD Guidelines.	2011	2020	DPZ/DPDR	OED

Next Steps

The Sustainable Action Plan for County Operations is intended to be an adaptive plan that will be responsive to new ideas, strategies, technologies, partnerships and available resources. The goal is that each review and adaptation of the plan will take Frederick County government down an even better and more sustainable path.

Major updates to the plan will occur every five years, led by the Office of Environmental Sustainability. Smaller adjustments will occur as needed based on the results of our ongoing monitoring and evaluation program. The Sustainable Action Team, representing the County's divisions and agencies, will continue to shape the plan and will meet quarterly to review and communicate progress.

To obtain additional information on Frederick County's sustainability initiatives:

Office of Environmental Sustainability

Winchester Hall

12 E. Church Street, Frederick MD 21701

www.sustainablefrederickcounty.org

The Office of Environmental Sustainability advances practical solutions for protecting the environment, conserving energy, and living sustainably in Frederick County, Maryland.



**Frederick County Office of
Environmental Sustainability**
Ensuring Our County's Future

12 East Church Street • Winchester Hall • Frederick, Maryland 21701